

**The Impact of the Inclusion of Diversity and Equal
Employment Opportunity Statements in a Recruitment
Advertisement on Perceptions of Organisational Attractiveness
by Asian and Caucasian Job Seekers.**

A thesis submitted in partial fulfillment
of the requirements for the Degree of
Master of Science in Applied Psychology

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January 2008

TABLE OF CONTENTS

	PAGE
TABLE OF CONTENTS	i
LIST OF TABLES AND FIGURES	iii
ACKNOWLEDGEMENTS	iv
ABSTRACT.....	1
CHAPTER ONE: INTRODUCTION.....	2
1.1. Discrimination Facing Asians in Employment.....	5
1.2. Benefits of a Diverse Workforce.....	5
1.3. Strategies for Enhancing Organisational Attraction.....	9
1.4. Reliance on Existing Diversity.	13
1.5. Congruence of Values as an Alternative Strategy.....	15
1.6. The Present Research.....	18
CHAPTER TWO: METHOD.....	22
2.1 Participants.....	22
2.2. Apparatus and Materials.....	23
2.2.1. Job Advertisements.....	23
2.2.2. Organisational Attractiveness Questionnaire.....	24
2.2.3. Perceived Motivations Questionnaire.....	24
2.2.4. English Requirement Check.....	25
2.3. Experimental Design and Procedure.....	26

CHAPTER THREE: RESULTS

3.1. Manipulation check.....27

3.2. Organisational Attractiveness..... 29

 3.2.1. Job Pursuit Intentions..... 29

 3.2.2. Organisational Impressions..... 29

 3.2.3. Organisational Attractiveness..... 29

3.3. Perceived Motivations for the Company’s Recruitment Decisions.....30

 3.3.1. To Employ the Best Worker.....32

 3.3.2. To Give Preference..... 33

 3.3.3. To Seek Diversity..... 33

3.4. Regressions of Organisational Attractiveness..... 35

CHAPTER FOUR: DISCUSSION..... 39

4.1. Primary Findings..... 39

4.2. Organisational Attractiveness..... 40

4.3. Perceived Motivations for Recruitment Decisions..... 42

4.4. Limitations of the Present Study.....45

4.5. Implications of the Present Study..... 47

4.6. Conclusions48

REFERENCES

APPENDIX

LIST OF TABLES AND FIGURES

TABLE	PAGE
1. Mean Ratings of Dependent Variables as a Function of Statement and Ethnicity	28
2. Factor Loadings on Three Separate Factors for the..... Perceived Motivational Items	31
3. First Regression Analysis Predicting Organisational..... Attractiveness	36
4. Second Regression Analysis Predicting Organisational..... Attractiveness	37
5. Third Regression Analysis Predicting Organisational..... Attractiveness	37

FIGURE	
1. Interaction between Ratings of ‘To seek diversity’ as a..... Function of Statement and Ethnicity	34
2. Interaction between Ratings of ‘To seek diversity’ as a..... Function of Ethnicity and Sex	35

ACKNOWLEDGEMENTS

First, I would like to express my gratitude to Associate Professor Lucy Johnston for her continual guidance and encouragement. Her expertise and support have been vital in the development of this thesis. I would like to thank my fellow classmates for their friendship and encouragement during our years together at university.

I would also like to acknowledge my family for their continual support during my time at university.

Finally, I would like to thank my wife to be Mandy for her patience and inspiration during this time.

Abstract

Although research has investigated the effectiveness of a number of recruitment strategies for attracting ethnic minorities to companies which already have existing diversity in the workforce, there is a lack of research investigating the impact of such strategies in companies with an ethnically homogenous workforce. The present study investigated the impact of including a diversity statement applicable to homogenous companies and an Equal Employment Opportunity (EEO) statement in recruitment advertisements on the perceptions of organisational attractiveness by Asian immigrant and New Zealand born Caucasian participants. The 136 participants in this study viewed one of three fictitious recruitment advertisements which were identical in design and content except for the manipulation of the statement. The advertisement included either a diversity statement which mentioned that the company lacked existing diversity, an EEO statement or no statement (control condition). The results revealed no differences in perceived organisational attractiveness as a function of statement type or participant group. Additional questions related to participants' perceptions of the company's motivation for inclusion of the equity statement (e.g., to recruit ethnic minority group members; to recruit a qualified workforce) revealed that the higher the perceptions that employing the best worker was important in the company's recruitment decisions the higher the organizational attractiveness ratings. Implications for recruitment of a diverse workforce are considered.

Chapter 1: Introduction

The ability to attract large numbers of qualified applicants is an important issue for many organisations today. This issue is particularly important for New Zealand organisations due to the severe skill shortages affecting the New Zealand labour market. It is crucial that organisations are able to use recruitment strategies to attract skilled workers from underrepresented groups. It is also important that these recruitment strategies are applicable to companies lacking diversity that are seeking to diversify. Therefore, this study investigated whether the inclusion of a diversity statement in a recruitment advertisement would increase a homogeneous organisation's attractiveness to minority groups. To achieve this participants viewed a recruitment advertisement which contained a diversity statement, an equity statement or no-statement. Participants then rated how attractive they found the organisation as well as what degree they perceived the company was seeking minorities and indicated their perceived reasons behind the company's recruitment decisions. The effects of ethnicity, immigration status and sex were explored. Asians and females were expected to view the diversity statement more positively compared to no statement while the equity statement were expected to be viewed more positively in comparison to no statement by males.

With an increasingly competitive labour market employees are becoming the most crucial asset for any organisation. There has been a growing recognition of the contribution that employee knowledge, skills and abilities have had on organisational performance (Breaugh & Starke, 2000). Increasingly firms have realised that the key to sustained competitive advantage lies not with physical and technological assets but with their employees (Pfeffer, 1994). Many authors have stated that the ability to attract adequate numbers of skilled applicants is a primary issue for organisational success (Jackson & Schuler, 1990; Offermann & Gowing, 1990; Rynes, 1991).

However demographic changes and a tightening labour market have made it increasingly difficult to attract highly talented employees (Doverspike, Taylor, Schultz & McKay, 2000). Therefore the development of recruitment methods designed to attract highly skilled applicants has become a critical issue for many companies (Breaugh & Stark, 2000).

It is particularly important for New Zealand companies to develop successful recruitment strategies for attracting skilled employees due to the severe skill shortages in the labour market (Statistics New Zealand, 2007). A lack of talent in the labour market has been the primary reason why sixty percent of New Zealand firms have had difficulty filling positions (Talent Shortage Survey, 2007). This lack of skilled labour has restricted company growth and increased the organisational competition to attract skilled workers (DoL, 2006). A commonly cited reason for difficulties finding skilled labour has been the shortage of recruitment methods designed to attract underrepresented groups in the workforce (Perkins, Thomas & Taylor, 2000). Many New Zealand firms have a lack of diversity in their workforce and it has been suggested that active recruitment of minority groups such as women and ethnic minorities can increase the applicant pool and add value to the workforce (Richard, 2000; Wright, Ferris, Hiller & Kroll, 1995). In an attempt to alleviate the current skill shortages the New Zealand government has recently implemented policies which have allowed greater numbers of skilled minorities to gain entry into New Zealand (Cunliffe, 2007).

Although the importance of applicant attraction has been widely acknowledged there is a surprising lack of research investigating strategies for enhancing organisational attraction to minority groups (Avery & McKay, 2006). The success of recruitment strategies aimed at minority groups has often been successful as a result of portraying existing diversity in the workforce. Therefore there is a strong need for research to investigate recruitment strategies targeted at members of minority groups which do not rely upon existing diversity in order to be directly

applicable to racially homogenous companies. The present research therefore investigated whether the inclusion of a diversity statement which explicitly mentioned the company's lack of diversity would increase the company's attractiveness to immigrant Asians. Asians are the primary group examined in the study because they are the second largest ethnic group in New Zealand behind indigenous Maori and are generally well qualified (Bedford, Ho & Lidgard, 2001). Although the terms migrant and immigrant are often used interchangeably the general classification of an immigrant is any person who has moved to another country for permanent residence (Orsman, 1997). However the New Zealand Department of Labour (2007) and Statistics New Zealand (2007) have classified an immigrant as any person who has entered New Zealand regardless of residency status. For the purposes of this study an immigrant was defined as any person who has moved to New Zealand from another country to live as a permanent resident after the age of seventeen years. Asian immigrants who have entered New Zealand at a young age may have different reactions than immigrants who entered New Zealand at an older age therefore all Asian immigrant participants were at least seventeen years of age upon entry into New Zealand.

The New Zealand government has implemented an immigration policy that is actively seeking to attract experienced and qualified immigrants in order to benefit the New Zealand economy (Bedford et al., 2001). The primary method of gaining entrance into New Zealand is through a points system which is based on the relevance of the applicant's qualifications, skills and experience to the demands of the New Zealand labour market. This has resulted in a high numbers of skilled immigrants coming to New Zealand from Asian countries such as China, Japan, Korea and India (Statistics New Zealand, 2006). Asians now make up nearly seven percent of the New Zealand population and form a considerable part of the New Zealand workforce and economy. However there have been high levels of reported discrimination facing Asians in employment (Bedford et al., 2001) which can result in racially homogenous organisations (Avery & McKay, 2006). Not only do New Zealand companies need to distance themselves from

discrimination but more research is needed to identify recruitment strategies in order to ensure that homogenous companies are able to successfully attract ethnically diverse applicants.

1.1. Discrimination Facing Asians in Employment

Many studies have found difficulties facing immigrants and ethnic minorities in employment. Difficulties for Asians finding employment are often attributed to justifiable reasons such as poor proficiency in the English language, unrecognized qualifications and a lack of New Zealand work experience (Henderson, Trilin & Watts, 2001). However research has shown that employer prejudice and bias is one of the greatest barriers facing Asians in employment (Ho, Cheung, Bedford & Leung, 2000). A recent study by Wilson, Gahlout, Mouly, Liu and Ho (2005) found that Human Resource (HR) students and managers in New Zealand were less likely to place applicants into the final shortlist for a position when the resume contained an Asian name rather than a Caucasian name. This study shows that not only does employment discrimination exist for Asian immigrants but also for people who have been born in New Zealand of Asian descent. Although employment discrimination does indeed occur against Asians in New Zealand it is important to note that addressing discrimination is not the focus of the present study.

1.2. Benefits of a Diverse Workforce

With the current shortage of qualified labour in many industries (Paddison, 1990) it is difficult to understand why highly qualified and experienced immigrants are facing such discriminatory barriers towards finding employment. This paradox has been identified by several authors (Benson-Rea, Haworth & Rawlinson, 1998) who note that even though there is strong market demand for skilled labour immigrants are often unemployed or underemployed. Not only could

ethnic minorities be utilized to help ease the shortages of skilled labour but there is an increasing awareness that diversity can improve organisational performance and provide a competitive advantage (e.g., Cox & Blake, 1991; Ely & Thomas, 2001). It has been argued that due to the global economy those organisations that possess a diverse workforce can more effectively deal with a wider customer base (Jayne & Dipboye, 2004) as well as adding new perspectives and increasing innovation, creativity, flexibility and problem solving (Watson, Kumar & Michaelson, 1993; Benson-Rea et al., 1998; Jayne & Dipboye, 2004). In addition it has been argued that diversity can enhance work-group effectiveness (e.g. Cox, 1991; Jackson, 1992) by providing a wider range of experiences and values for the group to draw from (Kanter, 1983; Thompson, 1998). Successfully managed diversity has also been linked with increases in company stock price (Wright et al., 1995). Indeed, there is a growing amount of empirical support for the proposed benefits of diversity.

A recent study by Sommers (2006) investigated the effect of racial diversity on group decision making in teams of mock juries. The findings revealed that not only were more facts raised in the racially diverse groups compared to the racially homogeneous groups but the diverse groups conducted broader and more wide-ranging deliberations, made fewer factual errors and were more likely to correct errors that did come up. Similarly a study by Watson et al. (1993) placed participants into ethnically diverse or homogeneous groups and over a seventeen week period each group was given real life case study problems and asked to provide appropriate solutions. The findings revealed that the homogeneous groups initially performed better than the diverse groups on overall performance. However by week seventeen the homogeneous and diverse groups were even on overall performance but the diverse groups scored higher for the range of perspectives and alternatives generated. In addition, Antonio, Change, Hakuta, Kenny, Levin and Milem (2004) found that when white participants were placed into racially diverse groups they demonstrated more complex thinking than white participants who were placed into all-white

groups. However, studies have also shown that when diversity is ineffectively managed it can result in a number of detrimental outcomes such as increased conflict (De Dreu & Weingart, 2003), reduced communication (Maznevski, 1994; Zenger & Lawrence, 1989) and decreased morale (Jackson, 1992; McCain, O'Reilly, & Pfeifer, 1983; O'Reilly, Caldwell, & Barnett, 1989).

It would be particularly advantageous for New Zealand companies to welcome diversity in order to alleviate skill shortages. The low unemployment rate at 3.6% (Statistics New Zealand, 2007) and the resulting skill shortages are unprecedented in New Zealand's economic history (DoL, 2006). Skill shortages have been cited as the main constraint on expansion and growth for twenty two percent of New Zealand firms and have increased the organisational competition to attract skilled workers. New Zealand has many racially homogenous companies and those that have the ability to successfully tap into the skills of the Asian labour market could gain a competitive advantage. Because Asians comprise nearly seven percent of New Zealand's total population it would be advantageous for New Zealand companies to be able to relate to this growing consumer population (Ho et al., 2002). Furthermore, three of the world's top five economies are located within Asia and Asian employees could be utilised to help New Zealand exporters develop trade linkages (Benson-Rea et al. 1998). Many companies such as Sleepyhead and Fisher and Paykel are also expanding into Asia and therefore Asian employees could also provide contacts, networks and knowledge of the Asian market (Ho et al., 2002). It is becoming increasingly important for companies to broaden the traditional recruitment pool and attract and retain underrepresented workers.

There are many countries that have successfully utilised the skills and talents of minority workers to enhance productivity. America's Information Technology (IT) sector has a huge demand for skilled labour and relies largely upon its ability to attract sufficient personnel from all over the world, particularly Asians who make up approximately twenty percent of all IT jobs (Dreyfuss,

1999). Not only are Asian skills and knowledge clearly identified as being beneficial to the industry but Asians are also helping to set up far-reaching business connections with Asia (Saxenian, 1999). In contrast New Zealand's IT sector, where the labour shortage is particularly severe is only comprised of seven percent of Asians which may explain why New Zealand's IT sector has been identified as lagging behind its trading competitors (Benson-Rea et al., 1998). The boom of Ireland's technological sector has also been largely attributed to its utilization of immigrants (Benson-Rea et al., 1998) and Australia has recently implemented a government campaign to attract skilled immigrants where they are placed into specific areas where their skills are most highly sought after. This has resulted in a three hundred percent increase of doctors immigrating to Australia from 2004 to 2005 (Bell, 2005).

New Zealand is realising the importance of utilizing immigrant labour in order to remain competitive in a global economy. Recent policy changes made by the New Zealand government have been an attempt to welcome over fifty thousand migrants in order to ease the skill shortages and to contribute to economic growth (Carter, 2007). Over eighty percent of New Zealand IT exporters have recognized that immigrants could provide them with a competitive advantage (Benson-Rea et al., 1998). Although the literature has identified that a competitive advantage is available for organisations that can successfully attract skilled minorities there is surprisingly little empirical research on the most effective recruitment strategies to attract workers from minority, or underrepresented groups (Avery, 2003). Previous research has revealed that applicants from minority groups are attracted by different factors than are members of majority groups (Thomas & Wise, 1999), however further research would be advantageous to determine which additional factors are important in minority attraction. For a number of reasons many companies have a lack of diversity in their workforce but are seeking to employ diverse employees. However many authors and practitioners have concluded that existing diversity is required for a company to enhance their attractiveness to diverse applicants and that homogenous

companies have little or no chance of attracting minorities (Avery, 2003; Avery & Hebl, 2004; Doverspike et al, 2000; Paddison, 1990; Perkins et al, 1999). There is a strong need for research to investigate strategies which are directly applicable to racially homogenous companies so they can also enhance their attractiveness to minority groups.

1.3. Strategies for Enhancing Organisational Attraction

There has been a large amount of research investigating successful methods of increasing organisational attraction to potential job applicants. Research has found that initially it is the characteristics of the job such as salary, location and interest in the role which are important factors for attracting potential applicants (Lievens, 2004). Recent evidence has also shown that the applicants' initial impressions of an organisation, commonly referred to as their organisational image, can affect the organisation's attractiveness and influence both the quantity and the quality of the applicant pool (Lievens, 2004). Because potential applicants often have little knowledge about the organisation they have been shown to make inferences about the organisation from the information available to them, which usually comes from recruitment information or activities (Kim & Gelfand, 2003). Therefore recruitment information and activities often serve as signals to applicants about the unknown qualities of the organisation and can portray the organisation in a positive or negative light (Kim & Gelfand, 2003). Although the influence of recruitment advertising has been understudied (Breaugh & Stark, 2000) the information provided in recruitment advertisements has been shown to have a strong influence on the organisation's attractiveness to potential applicants (Greening & Turban, 1997). Therefore much of the existing research into minority recruitment has also focused on the influence of recruitment advertisements (e.g., Avery, 2003; Highhouse et al., 1999; McNab & Johnston, 2002; Perkins, Thomas, & Taylor, 2000).

Research has tended to identify two types of cues in recruitment advertisements that serve as attractive signals to minority populations (Avery & McKay, 2006). These cues are the inclusion of equity and diversity related statements and the racial diversity of pictorial representatives. However it is not clear whether these strategies are directly applicable to homogenous companies. With many researchers highlighting the value of a diverse workforce and the importance of attracting skilled minorities it is surprising that there is such a lack of research investigating minority recruitment strategies specifically designed for companies which are lacking diversity. Further research is needed to ensure that ethnically homogenous companies are able to modify their recruitment practices and take advantage of the racially diverse talent in the labour market.

A common method that organisations use to enhance their image to minority job seekers is to portray their commitment to an equity or diversity related policy in their recruitment advertisements. In New Zealand the most popular approach is to include a statement regarding an Equal Employment Opportunity policy (McNab & Johnston, 2002). EEO policies are identity blind in that they disregard all non job-related characteristics such as race or sex in all employment decisions (McNab & Johnston, 2002). A statement regarding an EEO policy can range from a single sentence explaining the company's commitment to an EEO policy to an extensive explanation detailing what the EEO policy entails. Recent findings have shown that organisations that advertise an EEO policy can be seen as more attractive to some minority job seekers. Rau and Adams (2005) examined the effect of including an EEO statement in a recruitment advertisement on mature aged participants who were looking for employment. The findings revealed that the inclusion of an EEO statement that mentioned mature aged workers increased the attractiveness of the organisation to this population. A similar study by McNab and Johnston (2002) examined the influence of a recruitment advertisement that contained either a minimal EEO statement or an extensive EEO statement. The findings revealed that an organisation that included an extensive, but not minimal, EEO statement was more attractive to

female participants relative to a baseline (no statement). In comparison an organisation that included a minimal, but not extensive, EEO statement was more attractive to males relative to a baseline.

Research has examined not only the effect of EEO policies on minority attraction but also the effect of Affirmative Action (AA) policies. AA policies formally take into consideration the disadvantages that may be suffered by some groups in employment decisions and give priority to the minority group (Konrad & Linnehan, 1995). Studies have shown that racial minorities and females generally have a favourable view towards Affirmative Action (AA) policies. For example nearly seventy five percent of black respondents to the National Election Study surveys held a positive view towards preferential treatment in employment decisions (Bobo & Smith, 1994). However some studies have shown that AA policies can have a negative impact on the organisation's attractiveness to majority job seekers. A recent study (Walker, Field, Giles, Berneth & Jones-Farmer, 2007) found that white participants were less attracted to an organisation that included an AA policy statement in their recruitment advertisement when compared to no statement or an EEO statement. Furthermore the level of opposition to AA policies has been shown to increase as the preference given to minority groups increases (Murrell, Additionally AA policies have not been applied in New Zealand companies and the results of these studies may not be applicable in a New Zealand setting. A less controversial policy than AA, which has received some research in the minority recruitment literature, is the managing diversity policy.

Some organisations decide to include a well-defined diversity statement in their recruitment advertisements. These statements, often referred to as managing diversity statements, highlight the importance that an organisation places on creating an inclusive working environment which values and respects the diverse cultures and practices of all its employees (Williams & Baur,

1994). Although there have been few empirical studies, research has found that including a managing diversity statement in recruitment information can increase an organisation's attractiveness to both minority and majority groups. A study by Williams and Baur (1994) assigned African American and Caucasian participants to view a recruitment brochure that included either a managing diversity statement outlining the company's diversity initiatives or a sentence stating that the company is an EEO/AA employer. Their findings revealed that regardless of race or sex participants who viewed the managing diversity statement were more attracted to the organisation in comparison to the participants who viewed the EEO/AA statement. This is an important finding as it shows that advertising a diversity statement does not necessarily have a negative effect on non-minorities and males.

Portraying racial diversity in the photographs of recruitment advertisements has become increasingly common among many companies (Avery, 2003). It appears that the more diverse a firm actually is the more they want to portray that diversity to the public (Bernardi, Bean & Weippert, 2002). The majority of *Fortune* 100 companies (78%) with photographs of people on their web sites varied the racial and/or sex composition of those depicted in them (Cober, Brown, & Levy, 2004). Indeed studies have found that the racial composition of photographs in recruitment advertisements can increase the organisation's attractiveness to racial minorities. Perkins, Thomas and Taylor (2000) found a positive linear relationship between the numbers of African Americans depicted in recruitment advertisements and the organisation's attractiveness to African American participants. In addition, the racial composition of the photographs had no effect on the organisation's attractiveness to white participants. In a similar study, Avery, Hernandez and Hebl (2004) found that African American and Hispanic participants were more attracted to an organisation when they saw members of their own race depicted in the photographs. Similarly to the Perkins et al., (2000) study the racial composition of the photographs had no detrimental effect on the organisation's attractiveness to white participants.

Furthermore African American and Hispanic participants were more attracted to the organisation when they saw members of other racial minority groups depicted in the photographs. Not surprisingly then, many researchers and practitioners alike have concluded that in order for organisations to enhance their attractiveness to minorities they must show that minorities are successfully employed in the organisation (Avery, 2003; Avery & Hebl, 2004; Avery & McKay, 2006, Doverspike et al, 2000; Paddison, 1990; Perkins et al, 1999).

1.4. Reliance on Existing Diversity

Although there is limited research investigating different strategies for attracting racial minorities there is already a growing consensus that in order to attract diverse applicants' organisations must show evidence of existing diversity (Thaler-Carter, 2001). Indeed Paddison (1990) declared that *"They (minorities) won't apply unless they can see evidence that people like themselves are already successfully employed by the organization"* (p. 54). The most commonly cited theoretical support for this claim comes from Schneider's (1987) Attraction Selection and Attrition framework (ASA). According to ASA theory an individual's perceived compatibility with the existing employees is a major factor driving organisational attraction. Therefore job applicants who perceive they have similarities with the existing workforce regarding values, education, talents and interests will be more attracted to the organisation (Schneider, Goldstein & Smith, 1995). However research has found that race and sex can also be used as determinants for interpersonal similarity (Ibarra, 1995). The aforementioned study by Avery and Hebl (2004) supports this as they found that after African Americans and Hispanics viewed pictures showing a diverse workforce in a job advert the perceived similarity with the workforce was fully accounting for the increase in organisational attractiveness. Thus, many authors have concluded that organisations *must* show evidence of existing diversity in order increase attractiveness to racial minorities (Perkins et al, 1999; Avery 2003, Avery & Hebl, 2004). In fact this growing

consensus among researchers and practitioners alike has important potential implications for the recruitment decisions of many companies.

A reliance on existing diversity to attract racial minorities will leave racially homogenous companies, of which New Zealand has many, at a potential disadvantage. According to Schneider's (1987) ASA framework as companies attract people similar to themselves they become naturally homogeneous over time. However if existing diversity is required to attract racial minorities then companies that cannot portray evidence of existing diversity will be at a disadvantage as the competition to attract skilled applicants increases. In fact several racially homogeneous organisations have even digitally manipulated photographs of their workforce in order to portray themselves as being more diverse (Conklin, 2001). To clarify this issue it is important for research to determine whether ethnically homogenous companies are able to enhance their attractiveness to members of minority groups despite having a lack of diversity.

An analysis of the current research reveals no conclusive evidence to show whether companies are reliant upon existing diversity to increase their attractiveness to racial minorities. In fact, the majority of research into minority attraction explicitly mentions or visibly portrays evidence of existing diversity or appears to create the assumption of existing diversity. Research using pictorial representatives (Perkin et al, 1999; Avery, 2003; Avery & Hebls, 2004) clearly portrays evidence of existing diversity in the workforce. AA policy statements explicitly state the presence of existing diversity in the organisation, i.e. *"Over 30 per cent of our Board of Directors are African-American and other people of color"* (Walker et al, 2007). Likewise, managing diversity statements often explicitly state the presence of existing diversity, i.e. *"Today we are indeed a diverse community of Associates"* (Walker et al, 2007). Although some managing diversity statements used in previous studies do not explicitly state the presence of existing diversity they do seem to create this impression. For example the managing diversity statement used in the

commonly cited William and Baur (1994) study “*CaryCorp is a company that values the contributions of a diverse work force*”. Similarly it is possible that an EEO statement i.e. “*We are an Equal Employment Opportunities Employer*” is interpreted by potential employees as indicating that the company has had such a policy in place for a period of time and that a number of minorities have already been employed in the company.

Because no previous studies can rule out the possibility that their results are reliant on a perceived presence of existing diversity the claim that existing diversity is required to attract racial minorities is preliminary. In addition, racially homogeneous companies that decide to incorporate equity or diversity related policy statements in their recruitment information may be inadvertently creating an assumption among job applicants that there is existing diversity in the organisation. This could result in unmet expectations which have been shown to have serious negative consequences such as decreased job satisfaction and increased employee turnover (Major, Kozlowski, Chao & Gardner, 1995). It may indeed be possible for companies to successfully increase attractiveness to racial minorities without relying on existing diversity. To clarify this issue there needs to be more research to identify strategies which do not rely on the portrayal of existing diversity and therefore cannot be mistakenly interpreted as implying existing diversity which may lead to subsequent retention difficulties.

1.5. Congruence of Values as an Alternative Strategy

There is evidence to suggest that it is possible to enhance minority attraction to an organisation that is perceived to be racially homogeneous. According to Schneider’s (1987) ASA framework potential applicants from ethnic minority groups are more attracted to an organisation if they perceive a racial similarity with members of the existing workforce. Although subsequent researchers have assumed that similarity regarding the issue of race must be achieved through

physical racial similarity (i.e. Perkins et al., 2000; Avery & Hebl, 2004) this is not necessarily the case. According to Schneider (1987) similarity is largely determined through the congruence of attitudes and values. Therefore even if racial minorities perceive that a company is homogenous, if they perceive there is congruence of values towards their racial group and racial diversity then they should be more attracted to that company.

Congruence of values and attitudes between ethnic minorities and a homogenous company could be achieved through explicitly stating in a recruitment advertisement that although the company lacks diversity it does value diversity and the company seeking to employ racial minorities in all levels of the organisation. This statement would therefore be most similar to a managing diversity statement which also promotes the value and benefits of diversity. However, these two statements differ because the diversity statement used in this study explicitly states that the company does not have a diverse workforce which removes any assumptions about existing diversity that may influence the impact of the diversity management statement.

Fyock (1993) provides support for the proposed diversity statement by arguing that African Americans want to work for a company that is actively pursuing diversity. In addition, African Americans find organisations more attractive when they advertise an AA policy, which actively pursues African Americans over an EEO policy (Highhouse et al., 1999). Indeed, Avery and McKay (2006) have identified a similar strategy by arguing that homogeneous companies could explicitly state their lack of diversity and portray their dependence on members of minority groups to apply. Although an empirical study of this strategy would also be beneficial it does portray the company as being dependent and may not have strong appeal to real companies and HR practitioners. There is support to predict that a diversity statement which mentions the company's lack of diversity will successfully increase an organisation's attractiveness to racial minority groups. Therefore unlike previous research, the diversity statement can rule out all

reliance on a perceived presence of existing diversity to increase an organisation's attractiveness to racial minorities.

Furthermore perceived motivations for a company's recruitment decisions may also be an important determinant of the company's attractiveness to members of minority groups.

According to Schneider (1987) a congruence of values and attitudes between potential applicants and a company is important in determining organisational attractiveness. It is possible that people perceive the company's values and attitudes by what they perceive are important motivations in the company's recruitment decisions. Avery and MacKay (2006) support this idea by arguing that the perceived motivations for a companies recruitment decisions are important in determining the company's attractiveness to members of minority groups and argue that members of minority groups will not find a company more attractive if they perceive the company has negative motivations behind their recruitment decisions. However it may also be possible that perceptions of positive motivations for the company's recruitment decisions will increase the perceived congruence of values and attitudes between the company and members of minority groups which may enhance the company's attractiveness to them. Therefore it may be possible that a homogenous company which is perceived to have positive motivations behind its recruitment decisions will be seen as more attractive by members of minority groups. However research is needed to clarify the influence that perceptions of the motivations behind a company's recruitment decisions have on the company's attractiveness to potential applicants.

There has been a lack of research investigating Asian responses to EEO and diversity statements in the recruitment literature. However a study by Bell, Harrison and McLaughlin (1997) found that Asian Americans have a positive view of AA policies and hold similar attitudes of AA policies with African Americans and Hispanics. Furthermore a study by Evers (2006) measured the effect of a recruitment advertisement that contained a managing diversity or an EEO

statement similar to McNab and Johnston's (2002) extensive EEO statement, on Asian immigrants and New Zealand Caucasians. The findings revealed that both Asians and females found the organisation more attractive when the advert contained the managing diversity statement than when the advert contained no statement (baseline) and females found the organisation more attractive when the advert contained the EEO statement than when it contained no statement (baseline). However there are no studies which have investigated Asian reactions towards equity or diversity statements which can rule out a reliance on existing diversity.

1.6. The Present Research

Previous research has provided evidence that specific minority groups underrepresented in the workforce are more attracted to organisations that use diversity and equity statements or portray representations of diversity in their recruitment advertisements. However this research does not clarify whether these results are reliant upon a perception of existing diversity in the workforce. The present study will contribute to the literature by exploring whether Asian immigrants, as an underrepresented minority group in New Zealand, will give higher ratings of organisational attractiveness after they view a recruitment advertisement that contains a diversity statement which mentions the company's lack of a diverse workforce. Because an EEO policy is the most common type of inclusiveness staffing policy in New Zealand the diversity statement will be compared with an EEO statement. In this study the organisational attractiveness measure will be comprised of the items used in the Williams and Baur (1994) study. New Zealand born Caucasians will be used as the majority group in this study as it is not advantageous to increase the organisation's attractiveness in one group while reducing it in another. Therefore it is of interest to examine how New Zealand born Caucasians respond to the equity and diversity statements. The sex of participants is not a primary concern of this study but because McNab and

Johnston (2002) found a sex difference in the ratings of organisational attractiveness depending on the type of EEO statement, the influence of sex will also be examined. Each participant will be randomly assigned to one of the three statement conditions: 1) no diversity statement, 2) EEO statement or 3) diversity statement. Each participant will be presented with a recruitment advertisement which will include one of the three statements. Each participant will then rate how attracted they are to company. After each participant has completed this survey they will be asked to complete a brief English language proficiency test because most New Zealand companies require employees to possess a basic level of spoken and comprehension of the English language.

This study will examine whether the inclusion of a diversity statement in a recruitment advertisement which mentions the company's lack of diversity can enhance an organisation's attractiveness to racial minority populations. Many companies in New Zealand are unable to portray a diverse workforce and the growing consensus is that they will have little chance of enhancing their attractiveness to racial minority groups. This study will investigate whether a diversity statement can enhance a homogeneous company's attractiveness to immigrant and New Zealand born Asians and remove the consensual reliance on existing diversity.

The predicted outcomes of the current study are based primarily on the previously mentioned research. Because the diversity statement is most similar to a managing diversity statement it is also expected to yield similar results to the managing diversity statement used in Evers (2006) study. Therefore the diversity statement used in this study is expected to increase the organisation's attractiveness to Asian participants and also to Caucasian females but have a neutral impact on Caucasian males. Because New Zealand born Asians were not included in Evers' (2006) study there was a confound between ethnicity and immigration status as Asian immigrant participants and Caucasian participants differed on ethnicity and also immigration status. Similarly, because this study will not include New Zealand born Asians there will also be a

confound between immigration status and ethnicity and any significant differences between Asian immigrant and Caucasian groups may be attributed to ethnicity, immigration status or both.

Although Evers (2006) found the inclusion of an EEO statement in a job advert increased the organisation's attractiveness to both Asians and Caucasians the EEO statement was most similar to the extensive EEO statement used in McNab and Johnston's (2002) study. Because participant reactions have been shown to differ depending on the EEO statement type (McNab & Johnston, 2002) the findings of Evers (2006) cannot be generalized to the minimal EEO statement used in the current study. Previous research has not explored the impact of a minimal EEO statement on Asian immigrant's ratings of organisational attractiveness and therefore it is unclear how they will respond to the inclusion of an EEO statement in a job advertisement in this study. McNab and Johnston (2002) found that New Zealand born Caucasian males were more attracted to an organisation that included a minimal EEO statement in a recruitment advert than to an organization whose recruitment advertisement contained no EEO-type statement. The current study will use an EEO statement most similar to McNab and Johnston's (2002) minimal EEO statement because this is the most common type of EEO statement used in New Zealand advertisements and is also expected to increase the company's attractiveness to males in this study.

This study also asked participants to rate the degree to which they perceive that the company is seeking to employ ethnic minorities. According to Schneider (1987) congruence of values and attitudes between potential applicants and a company is important in determining organisational attractiveness. A racially homogeneous company may show potential applicants that they truly value racial minority groups and diversity by showing that they want to employ members of ethnic minority groups in all levels of the company. Therefore members of ethnic minority groups may determine their congruence of attitudes and values with the company from the extent to

which they believe that the company is seeking to employ ethnic minorities. However no empirical evidence exists to support this claim and tests of mediation will be conducted in order to clarify this issue. All participants are expected to rate the diversity statement higher than the EEO statement and the no statement condition and the EEO statement higher than the no statement condition.

This study also asked participants to rate the perceived importance to the company of a number of possible motivations for the company's recruitment decisions. Avery and McKay (2006) predicted that if ethnic minorities and females perceive there are negative motivations for why the company is seeking to employ them they will not be more attracted to the company. Although it is unclear from previous research it is expected that the higher ratings of positive motivations for the company's recruitment decisions (i.e. "to attract ethnic minorities in order to benefit from diversity") will be related to higher ratings of organisational attractiveness and higher ratings of negative motivations (i.e. "to maintain the current ethnicity of the workforce") will be related to lower ratings of organisational attractiveness.

Chapter 2: Method

2.1. Participants

The data from one hundred and thirty-six participants was analyzed for this study. A total of one hundred and sixty-four participants completed the survey but the data from twenty eight participants was not included in the study because these participants did not meet the study's requirements. Eight participants had their data removed because they had emigrated from countries outside of Asia and six participants had their data removed because they failed to meet the English language proficiency criteria. Fourteen participants had their data removed because they did not meet the age criteria for immigrating to New Zealand. There were seventy two participants in the NZ-born Caucasian group which was comprised of 38 males and 34 females. There were sixty-four participants in the Asian immigrant group which was comprised of 34 males and 30 females. The Asian immigrant participants had immigrated to New Zealand from various countries in the regions of South East Asia, Southern Asia and Eastern Asia: Malaysia (23%), Taiwan (16%), China (14%), India (14%), Sri Lanka (11%), Singapore (8%), Hong Kong (5%), Thailand (3%), South Korea (3%), Japan (2%), and Indonesia (2%). The participants were recruited in Christchurch through the University of Canterbury, numerous work organisations, churches, immigrant and cultural centres or were personally known by the researcher. The mean age of the Asian immigrant sample was 28 years and the mean age of the New Zealand born Caucasian sample was 31 years.

2.2. Apparatus and Materials

2.2.1. Job Advertisements

Three fictitious job advertisements were created for an office managerial position within a financial services company. The advertisements were modeled on a real job advertisement located on an internet job search provider. The advertisements contained information about the organisation, the role, the qualifications and personality attributes the successful applicant required as well as potential career opportunities that were available once employed. Each advertisement was identical in design and content except for the type of equity statement that was included. In the no statement (control) condition an EEO or a diversity statement did not follow the job advertisement. In the EEO statement condition the participants read the following statement: *“TPS Finance is an Equal Employment Opportunities employer.”*

In the diversity statement condition participants read the following statement: *“We recognise the skills and knowledge that the members of different ethnic groups in New Zealand have to offer and we are committed to ensuring equal employment opportunities for all people regardless of their demographic background. However the workforce at TPS Finance does not presently include many members of ethnic minority groups and we believe that a more diverse workforce at all levels of the company will be beneficial and produce a stronger company that achieves better results. In order to increase the level of ethnic diversity at TPS Finance we encourage the members of different ethnic groups to apply.”* The statement that the company does not presently include many members of ethnic minority groups was included to show that the company is lacking racial diversity and therefore the results of the diversity statement will not be reliant on perceptions of existing diversity.

2.2.2. Organisational Attractiveness Questionnaire

The measure of organisational attractiveness was based on the questionnaire designed by Williams and Baur (1994) which was divided into the two sub-scales of job pursuit intentions and organisational impressions. The questionnaire consists of eight item statements with each item rated on a 7-point Likert-type Scale with 1 – “strongly disagree” and 7 – “strongly agree”. The job pursuit intentions measure included the following items: “I would attempt to get additional information about the position and the company”; “I would speak with a representative from the company to find out more about the position and the company”; “I would like an interview with this company”. The organisational impressions measure included the following items: “I would recommend this company as a good employer to friends”; “I would accept a job with this company”; “I think this company would be a good company to work for”; “I think this company would have a good reputation in the community”; “This company appears to care about its employees”.

In addition the extent to which the company was perceived to be seeking to employ ethnic minorities was assessed with a single question developed by the researcher: “To what degree do you believe that TPS Finance is seeking to employ racial minorities?” This item will be rated on a 7-point Likert-type Scale with 1 – “strongly disagree” and 7 – “strongly agree”.

2.2.3. Perceived Motivations Questionnaire

The questionnaire used to assess participant’s perceptions about the company’s motivations in recruitment decisions was based on the results of a pilot study (See Appendix D). In the pilot study 13 participants were asked to view the diversity statement or the EEO statement used in the main study and to provide possible reasons for why the company had included such a statement.

Based on these responses, 10 possible motivations were identified and were included in the resulting questionnaire used in the main study. Each of the ten items was rated on a 7-point Likert-type Scale with 1 – “strongly disagree” and 7 – “strongly agree”. The following items positive valued: “To attract members of ethnic minority groups in order to benefit from diversity in the workforce”; “To get highly qualified workers”; “To make up for previous discrimination in the workforce”; “To get highly experienced workers”; “To get highly motivated workers”. The following items were negatively valued: “To give the company a more positive image”; “To attract female applicants”; “To maintain the current ethnicity of the workforce”; “To comply with legal requirements”; “To attract members of ethnic minority groups because they could not attract traditional white workers”.

2.2.4. English Requirement Check

Two multiple choice questions were included at the end of the survey to assess whether participants who had immigrated to New Zealand had an adequate comprehension of the English language. Comprehending English is an important requirement for most New Zealand jobs and only those participants who correctly answered both of the English comprehension questions were included in the study. The participants were given a statement with one or two words missing and were asked to select the appropriate answer from the choices provided. The two statements and possible answers included: “John _____ in the library this morning” a) Is studying b) Studying c) Is study. “There must be some _____ I think we are at the wrong house” a) Mistake b) Fault c) Slip.

2.3. Experimental Design and Procedure

This study utilised a between-subjects design where participants were placed into one of three job advertisement conditions: no statement, EEO statement and a diversity statement. The number of participants in each condition was monitored to ensure that there was an even allocation of Asian and Caucasian participants in each condition and an even allocation of males and females in each condition. The participants received a compiled set of documents which included an information sheet, instruction sheet, one of three versions of the job advertisement, an organisational attractiveness questionnaire, a perceived motivations questionnaire and a debriefing form.

Participants instructed to assume that they were appropriately qualified for the position.

Participants were then asked to read the information, instruction and consent forms and to ask any questions they had before beginning. They were then instructed to read the job advertisement and to complete the questionnaires. For each questionnaire participants circled their ratings of the dependent variables on the scales provided. Asian participants then answered a series of basic demographic questions to ensure they had emigrated from a specified Asian country for this study and were at least seventeen years of age upon entry into New Zealand. Asian participants then completed the brief English language proficiency test. On completion of the survey the participants then read the debriefing form and received their incentive for participating in the study. The incentive was a \$2 Scratch-and-win Instant Kiwi and entry into a draw to win a \$50 Westfield Riccarton shopping voucher.

Chapter 3: Results

3.1. Manipulation Check

Participants were asked to rate the degree to which they perceived the company was seeking to employ ethnic minorities. The purpose of this question was to determine whether participants were aware that the company in the diversity statement condition was seeking to employ ethnic minorities.

The ratings of the company seeking to employ ethnic minorities was subjected to a 2 (sex of participant: male/female) x 2 (Ethnicity: Asian/Caucasian) x 3 (advertisement statement: none/EEO/Diversity) between-subjects ANOVA. The findings revealed a main effect for statement $F(1,124) = 34.85, p = .001$. Post-hoc tests (TukeyB, $p < .05$) were performed on the main effect of statement and revealed that participants gave significantly higher mean ratings in the diversity condition than the EEO condition or the no statement condition, with no significant difference between the EEO and no statement conditions ($M_s = 5.49$ vs. 3.91 and 3.54).

This finding shows that participants were aware that the company in the diversity statement condition was seeking to employ ethnic minorities as they gave significantly higher ratings in the diversity statement condition in comparison to the EEO and no statement conditions.

Mean values for each of the dependent measures as a function of the sex and ethnicity of the participants and of statement type are shown in Table 1.

Table 1: Mean Ratings of Dependent Variables as a Function of Statement and Ethnicity

Dependent Variable	Statement	Ethnicity	
		Asian	Caucasian
Job Pursuit Intentions	Control	5.10	4.97
	EEO	5.36	5.09
	Diversity	5.24	4.88
Organisational Impressions	Control	4.68	4.71
	EEO	4.60	4.97
	Diversity	5.04	5.04
Organisational Attractiveness	Control	4.95	4.87
	EEO	5.08	5.04
	Diversity	5.17	4.94
To Employ the Best Worker	Control	5.48	5.31
	EEO	5.67	5.29
	Diversity	5.30	5.01
To Give Preference	Control	4.13	3.25
	EEO	4.60	3.61
	Diversity	4.22	3.54
To Seek Diversity	Control	4.79	3.66
	EEO	5.08	3.76
	Diversity	5.13	5.48

3.2. Organisational Attractiveness

3.2.1. Job Pursuit Intentions

An inter-item reliability analysis was conducted for the five job pursuit items which revealed a Cronbach's alpha of .70. This shows that the items were measuring the same construct and so the mean scores were combined into a single measure of job pursuit intentions. The job pursuit intentions scores were then subjected to a 2 (sex of participant: male/female) x 2 (Ethnicity: Asian/Caucasian) x 3 (advertisement statement: none/EEO/diversity) between-subjects ANOVA and revealed only a marginally significant of ethnicity $F(1,124) = 3.73, p = .06$ with the Asian group giving higher mean ratings than the Caucasian group ($Ms = 5.23$ vs. 4.98).

3.2.2. Organisational Impressions

An inter-item reliability analysis was conducted for the three organisational impressions items which revealed a Cronbach's alpha of .79. This shows that the items were measuring the same construct and hence the mean scores were combined into a single measure of organisational impressions. The organisational impression scores were then subjected to a 2 (sex of participant: male/female) x 2 (Ethnicity: Asian/Caucasian) x 3 (advertisement statement: one/EEO/diversity) between-subjects ANOVA. This analysis revealed no significant main effects or interactions.

3.2.3. Organisational Attractiveness

The items measuring job pursuit intentions and organisational impressions were combined in order to create an eight item measure of organisational attractiveness. An inter-item reliability analysis was conducted for the eight organisational attractiveness items which revealed a

Cronbach's alpha of .79. This shows that the items were measuring the same construct and the mean scores were combined into a single measure of organisational attractiveness. The organisational attractiveness scores were then subjected to a 2 (sex of participant: male/female) x 2 (Ethnicity: Asian/Caucasian) x 3 (advertisement statement: none/EEO/diversity) between-subjects ANOVA. This analysis again revealed no significant main effects or interactions.

3.3. Perceived Motivations for the Company's Recruitment Decisions

In an attempt to combine the ten motivational items into separate subscales an exploratory principal factor analysis (PFA) was conducted with Orthogonal Varimax rotation and Principal Components extraction. The factor analysis suggests that the ten perceived motivational items can be grouped into three separate factors as shown in Table 2. The three factors explain 63% of the total variance.

Table 2: Factor Loadings on Three Separate Factors for the Perceived Motivational Items

Perceived Motivation Items	Factor 1	Factor 2	Factor 3
To attract ethnic minorities ¹	0.065	0.163	0.831
To get highly qualified workers	0.804	0.139	0.103
To make up for discrimination ²	-0.062	0.354	0.782
To get highly experienced workers	0.754	0.251	-0.028
To get highly motivated workers	0.705	-0.172	0.031
To give the company a more positive image	0.205	0.049	0.661
To attract female applicants	0.222	0.727	0.059
To comply with legal requirements	0.570	0.203	0.349
To maintain the current ethnicity ³	0.046	0.757	0.190
Couldn't attract white workers ⁴	0.013	0.774	0.267

A factor loading cut-off score of 0.7 was selected for each factor subscale. Using each factor as a separate subscale Factor 1 became ‘To employ the best worker’ and included the items: “To get highly qualified workers”; To get highly experienced workers” and “To get highly motivated

¹ To attract members of ethnic minority groups in order to benefit from diversity in the workforce

² To make up for previous discrimination in the workforce

³ To maintain the current ethnicity of the workforce

⁴ To attract members of ethnic minority groups because they could not attract traditional white workers

workers”. An inter-item reliability analysis was conducted on the three ‘To employ the best worker’ items which revealed a Cronbach’s alpha of .69

Factor 2 became ‘To give preference’ and included the items: “To attract female applicants”; “To maintain the current ethnicity of the workforce” and “To attract members of ethnic minority groups because they could not attract traditional white workers”. An inter-item reliability analysis was conducted on the three ‘To give preference’ items which revealed a Cronbach’s alpha of .70

Factor 3 became ‘To seek diversity’ and included the items: “To attract members of ethnic minority groups in order to benefit from diversity in the workforce” and “To make up for previous discrimination in the workforce”. An inter-item reliability analysis was conducted on the two ‘To seek diversity’ items which revealed a Cronbach’s alpha of .76

The items: “To comply with legal requirements” and “To give the company a more positive image” were not included in a subscale because they did not reach the factor loading cut-off of 0.7 on any of the three factors and were removed from further analysis.

3.3.1. To Employ the Best Worker

To employ the best worker scores were subjected to a 2 (sex of participant: male/female) x 2 (Ethnicity: Asian/Caucasian) x 3 (advertisement statement: none/EEO/diversity) between-subjects ANOVA. This analysis revealed no significant main effects or interactions.

3.3.2. To Give Preference

To give preference scores were subjected to a 2 (sex of participant: male/female) x 2 (Ethnicity: Asian/Caucasian) x 3 (advertisement statement: none/EEO/diversity) between-subjects ANOVA. The findings revealed a significant effect of ethnicity $F(1,124) = 21.74, p < .001$ with Asian participants having higher mean ratings than the Caucasian participants ($M_s = 4.31$ vs. 3.46).

3.3.3. To Seek Diversity

To seek diversity scores were subjected to a 2 (sex of participant: male/female) x 2 (Ethnicity: Asian/Caucasian) x 3 (advertisement statement: none/EEO/diversity) between-subjects ANOVA. The findings revealed a significant effect of statement $F(2,124) = 13.33, p < .001$. Post-hoc tests (TukeyB, $p < .05$) were performed on the main effect of statement and revealed that participants gave significantly higher ratings in the diversity condition than the EEO condition and the no statement condition ($M_s = 5.31$ vs. 4.37 and 4.17). There was a significant effect of ethnicity $F(1,124) = 12.79, p < .001$ with Asian participants having higher mean ratings than Caucasian participants ($M_s = 5.00$ vs. 4.30). There was a significant interaction between statement and ethnicity $F(2,124) = 8.53, p < .001$ and a significant interaction between ethnicity and sex $F(1,124) = 4.09, p = .05$ as shown in Figures 1 and 2 respectively.

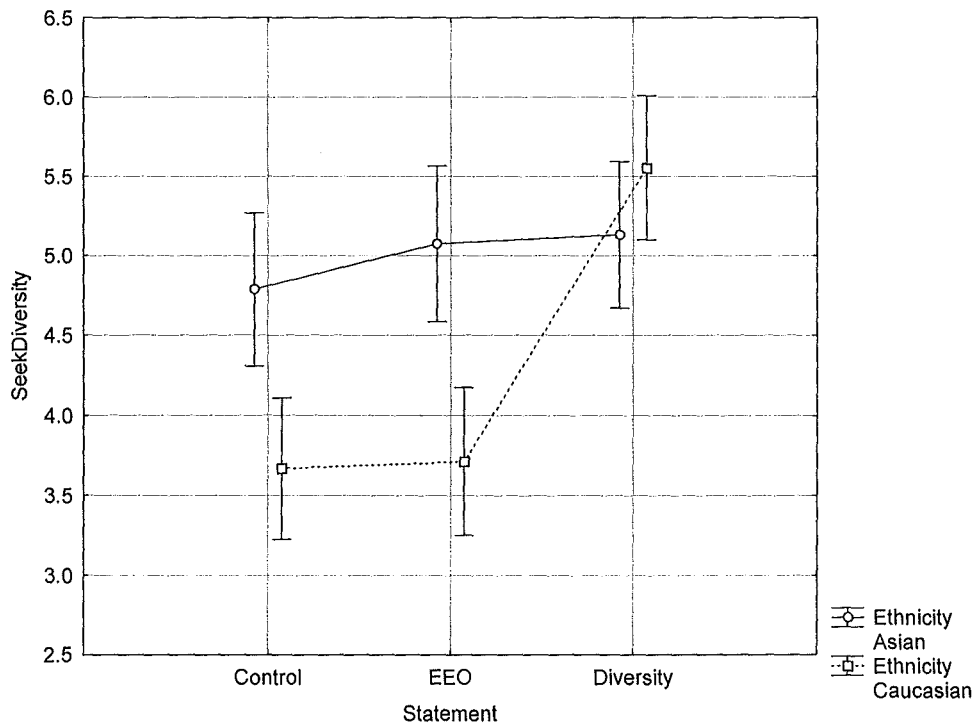


Figure 1: Interaction between Ratings of ‘To seek diversity’ as a Function of Statement and Ethnicity

Post-hoc tests (TukeyB, $p < .05$) were performed on the interaction between statement and ethnicity. The findings revealed that Asian participants gave significantly higher ratings of to seek diversity than Caucasian participants in the EEO condition ($M_s = 5.08$ vs. 3.76) and the no statement condition ($M_s = 4.79$ vs. 3.66). Caucasian participants gave significantly higher ratings in the diversity condition than the EEO and no statement conditions ($M_s = 5.48$ vs. 3.76 and 3.66). There was no significant difference in ratings between statement types for Asian participants.

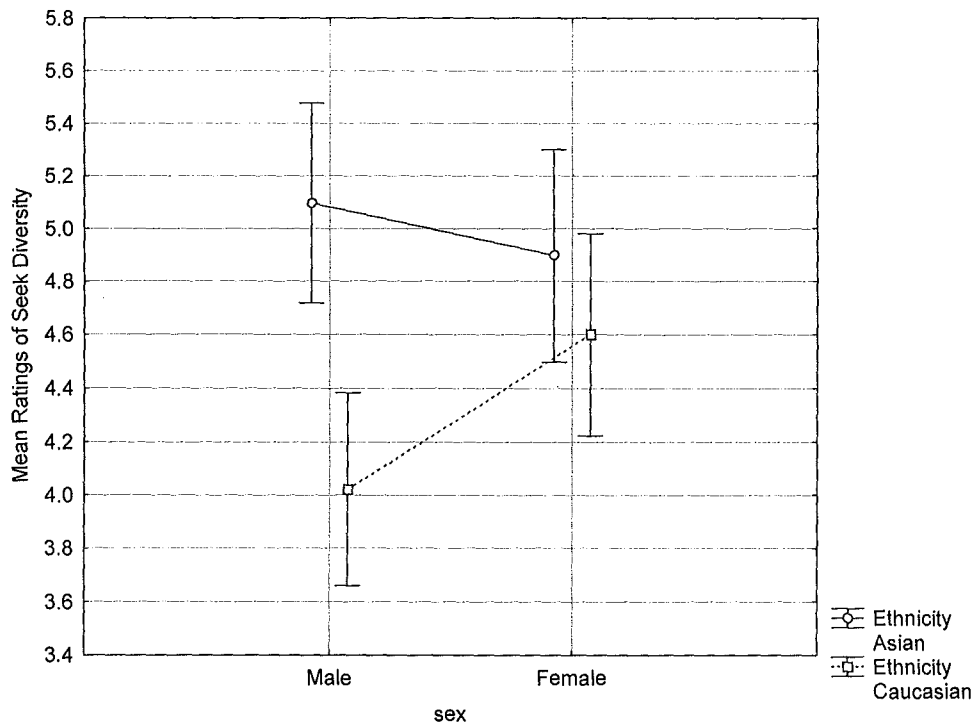


Figure 2: Interaction between Ratings of ‘To seek diversity’ as a Function of Ethnicity and Sex

Post-hoc tests (TukeyB, $p < .05$) were performed on the interaction between ethnicity and sex. The findings revealed that Asian males gave significantly higher ratings of to seek diversity than Caucasian males ($M_s = 5.09$ vs. 4.09). There was no significant difference between ratings for female participants.

3.4. Regressions of Organisational Attractiveness

Three regression analyses were conducted which including one of the three statement types, ethnicity, sex, employ the best worker, to seek diversity and to give preference to selected groups to selected groups as predictors of organisational attractiveness. For each regression one statement type was dummy coded as to compare against the combined effect of the remaining two statement types. For example in the first regression the control statement was coded against EEO

and diversity statement which have been coded together. The purpose of these analyses was to determine whether perceptions of the motivations behind recruitment decisions were significantly predicting ratings of organisational attractiveness whilst controlling for the predictors of statement type, ethnicity and sex. The results are shown in tables 3, 4 and 5 respectively.

Table 3: Regression Analysis Predicting Organisational Attractiveness from Control Statement, Ethnicity, Sex, Employ the Best Worker, To Seek Diversity and To Give Preference to Selected Groups

Variable	β	t	p
Control Statement	0.07	0.88	.38
Ethnicity	0.00	-0.09	.93
Sex	0.03	0.32	.75
Best Worker	0.28	3.30	.00
To Seek Diversity	0.15	1.55	.12
Give Preference	-0.03	-0.25	.80

The regression analysis was significant, $F(6, 129) = 2.85, p = .01$, and the predictors accounted for 12% of the variance in organisational attractiveness $R^2 = .117$. To employ the best worker was a significant predictors of organizational attractiveness ($\beta=0.28, t(136) = 3.30, p = .001$). Higher scores on employ the best worker predicted higher scores on organizational attractiveness.

Table 4: Regression Analysis Predicting Organisational Attractiveness from EEO Statement, Ethnicity, Sex, Employ the Best Worker, To Seek Diversity and To Give Preference to Selected Groups

Variable	β	t	p
EEO Statement	-0.05	-0.57	.57
Ethnicity	0.00	0.00	.95
Sex	0.02	0.27	.79
Best Worker	0.27	3.18	.00
To Seek Diversity	0.14	1.47	.11
Give Preference	-0.03	-0.31	.76

The regression analysis was significant, $F(6, 129) = 2.77, p = .02$, and the predictors accounted for 11% of the variance in organisational attractiveness $R^2 = .114$. To employ the best worker was a significant predictor of organizational attractiveness ($\beta=0.27, t(136) = 3.18, p = .002$). Higher scores on employ the best worker predicted higher scores on organizational attractiveness.

Table 5: Regression Analysis Predicting Organisational Attractiveness from Diversity Statement, Ethnicity, Sex, Employ the Best Worker, To Seek Diversity and To Give Preference to Selected Groups

Variable	β	t	p
Diversity Statement	-0.03	-0.34	.73
Ethnicity	0.00	-0.05	.96
Sex	0.03	0.36	.72
Best Worker	0.28	3.25	.00
To Seek Diversity	0.15	1.47	.15
Give Preference	-0.02	-0.16	.88

The regression analysis was significant, $F(6, 129) = 2.73, p = .01$, and the predictors accounted for 11% of the variance in organisational attractiveness $R^2 = .113$. To employ the best worker

was a significant predictor of organizational attractiveness ($\beta=0.28$, $t(136) = 3.25$, $p = .001$).

Higher scores on employ the best worker predicted higher scores on organizational attractiveness.⁵

⁵ An regression analysis without the inclusion of a statement type revealed a significant effect of to employ the best worker ($\beta=0.28$, $t(136) = 3.25$, $p = .001$).

Chapter 4: Discussion

4.1. Primary Findings

This study investigated the effect of an equity statement and a diversity statement designed to be applicable to homogenous companies on job seekers ratings of organisational attractiveness. This study included measures of job pursuit intentions, organisational impressions, perceptions of the company seeking to employ ethnic minorities and perceptions of possible motivations behind the company's recruitment decisions. However the results of this study do not provide conclusive support for the main hypotheses. Contrary to expectations neither Asian nor female participants were more attracted to an organisation that included a diversity statement in their job advertisement than an organisation that included an equity statement or no statement in their job advertisement.

It was predicted that Asian and female participants who viewed a job advertisement containing the diversity statement would give higher ratings of job pursuit intentions, organisational impressions and organisational attractiveness compared to Asian and female participants in the no statement condition. However this hypothesis was not supported as neither Asian s nor females were more attracted to the organisation that advertised the diversity initiative. These findings differ from the findings of Evers (2006) who found that Asian s and females were more attracted to an organisation that advertised a managing diversity statement which is similar to the diversity statement used in this study. It was also predicted that males in the EEO statement condition would provide significantly higher ratings of job pursuit intentions, organisational impressions and organisational impressions than males in the no statement condition. However this hypothesis was not supported as males were not more attracted to the organisation after

viewing the EEO statement. This finding differs from the findings of McNab and Johnston (2002) who found that males were more attracted to an organisation after viewing a minimal EEO statement.

4.2. Organisational Attractiveness

A number of factors could possibly explain the finding that Asians and females were not more attracted to an organisation that advertised a diversity statement mentioning the company's lack of diversity. It is possible that the company was not seen as more attractive because the company mentioned that its workforce lacked diversity. Indeed, many authors have argued that a company must portray evidence of existing diversity in the workforce in order to enhance their attractiveness to members of minority groups (Avery, 2003; Avery & Hebl, 2004; Doverspike et al, 2000; Paddison, 1990; Perkins et al, 1999). An alternative explanation is that Asians perceived the threat of stigmatization by other employees who believe that the company is seeking to employ ethnic minorities because of their minority status rather than merit. Previous researchers have found that ethnic minority groups can feel stigmatized by non-minority employees when they are perceived as having an advantage in employment decisions (Heilman, Block, & Lucas, 1992).

The findings of the diversity statement used in this study may have differed from the findings of the managing diversity statement used in Evers' (2006) study for a number of reasons. The primary difference between the two statements is that the managing diversity statement mentioned that the company already had a diverse workforce of ethnic minorities and women employees whereas the diversity statement used in this study mentioned that the company lacked diversity. This may explain the discrepancy in the findings as previous authors have argued that

minority applicants need to see that other minorities like themselves are already employed in the organisation (Paddison, 1990; Thaler-Carter, 2001). Second, the managing diversity statement used in Evers' (2006) study mentioned that the company respects the dignity and rights of all people whereas the diversity statement used in this study did not and only mentioned that the company valued the skills, knowledge and potential benefits that diversity could bring to the company. Although it is unclear from previous research it may be important for Asian and females to perceive that the company values their rights and dignity rather than just value their economic contribution. Third, unlike the managing diversity statement used in Evers' study (2006) the diversity statement used in this study mentioned that the company was specifically seeking ethnic minorities. This may be an important factor because as previously mentioned Asian may not be more attracted to the company that is specifically seeking ethnic minorities because they may perceive the threat of stigmatization by other employees.

The prediction that Caucasian males would give higher ratings of organisational attractiveness in the EEO statement condition than Caucasian males in the no statement condition was not supported. This does not support the findings of McNab and Johnston (2002) who found that males were more attracted to organisations that advertised a minimal EEO statement as used in this study. This finding may be attributed to the advertisement used in McNab and Johnston (2002) being pilot tested as a non-sexed type position whereas the advertisement used in this study was for a position in a financial company which is a particularly male dominated industry (Robert Half Finance & Accounting Survey, 2004). It is possible that males felt slightly threatened by an equal employment opportunity (EEO) policy in an industry where they have traditionally been more successful than women and although they did not find the company less attractive they also did not find the company more attractive in comparison to males in the diversity and no statement conditions.

4.3. Perceived Motivations for Recruitment Decisions

Ratings of to seek diversity revealed a significant effect of ethnicity as Asian immigrants gave higher ratings than Caucasians. However a significant interaction between statement and ethnicity revealed that Asian immigrants only gave higher ratings than Caucasians in the EEO statement and no statement conditions. This finding suggests that Caucasians have a lower perception than Asians in general for how important seeking diversity is to the recruitment decisions of New Zealand companies. This finding may also suggest that Asians have quite an optimistic view of how important seeking diversity is to the recruitment decisions of New Zealand companies and may perceive that many New Zealand companies are seeking to employ a diverse workforce.

A significant effect of statement was found with participants having higher ratings in the diversity statement than the EEO or no statement conditions. However an interaction between statement and ethnicity revealed that only Caucasians gave higher ratings in the homogenous diversity condition than the EEO or no statement conditions. For Asian immigrants there was no significant difference between the three statement conditions. This finding may suggest that because Caucasian participants have much lower perceptions than Asians that seeking diversity is important to the recruitment decisions of New Zealand companies their perceptions are significantly increased when they view the diversity statement. This finding may also indicate that because Asians have more optimistic views about how important seeking diversity is to the recruitment decisions of New Zealand companies their perceptions are not significantly increased when they view the diversity statement.

A significant interaction between ethnicity and sex was found with Caucasian males having significantly lower ratings than Asian males and females. This finding suggests that Caucasian males have much lower perceptions than Asians that seeking diversity is important to a

company's recruitment decisions. It is possible that Caucasian males are not as sensitive to attempts by companies to deliberately seek diversity than Asian males and females which may explain why Caucasian males are significantly less likely to perceive that seeking diversity is important to the recruitment decisions of New Zealand companies.

Ratings of to give preference revealed a significant effect of ethnicity as Asian immigrants gave significantly higher ratings than Caucasians. This finding shows that Asians have a stronger perception than Caucasians that giving preference to selected groups is important to the company's recruitment decisions. This may initially appear to suggest that Asians are more skeptical than Caucasians about the motivations behind the recruitment decisions of New Zealand companies. However, Asian participants also gave higher ratings for how important seeking diversity is to the recruitment decisions of New Zealand companies. Together these findings may suggest that Asians perceive that seeking diversity is also a form of giving preference to minority groups. It is possible that because Asians perceive that seeking diversity is important to the recruitment decisions of New Zealand companies they also perceive that giving preference to selected groups is important to New Zealand companies.

To employ the best worker predicting organisational attractiveness revealed a significant effect as higher ratings of employing the best worker significantly predicted higher ratings of organisational attractiveness while controlling for statement type, ethnicity, sex, to seek diversity and to give preference. This finding suggests that the perceptions of the motivations behind a company's recruitment decisions can be important in determining the company's attractiveness to potential applicants. Additionally this finding suggests that people may generally find companies more attractive when they have a stronger perception that the company's recruitment decisions are motivated by a desire to employ the best worker. According to Schneider's (1987) framework an organisation's attractiveness is partially determined by the similarity of values and attitudes

between the potential applicants and the company. It is possible that people may determine the company's values and attitudes from what they perceive are important motivations behind the company's recruitment decisions. This may suggest that people place a high value on the best workers being employed by any company and are more attracted to a company if they perceive that the company shares the same value. Alternatively, it is possible that participants may perceive themselves as being the best worker and if they perceive that it is important to the company to hire the best worker then they may also perceive that they will get the job and are more attracted to the company. The importance of the perceptions that employing the best worker is important in the recruitment decisions of companies suggests that companies should be clear in their recruitment information about their desire to hire the best worker because potential applicants may be more attracted to the company if they have a stronger perception that this motivation is important in their recruitment decisions.

It is also important to note that higher ratings of to seek diversity and to give preference did not significantly predict higher ratings of organisational attractiveness. This may help to explain why although Asian and females had higher perceptions that the company in the diversity condition was seeking diversity they did not perceive the company as more attractive. This may suggest that perceptions that seeking diversity is important to the company's recruitment decisions may not be particularly important in determining the company's attractiveness to potential applicants.

Likewise this finding may suggest that perceptions that giving preference to certain groups is or is not important to the company's recruitment decisions may not be particularly important in determining the company's attractiveness to potential applicants. These findings may indicate that it could be more beneficial for a company to emphasise that they are seeking to employ the best worker, rather than seeking diversity or giving preference to certain groups, in order to enhance their attractiveness to potential applicants.

4.4. Limitations of the Present Study

There are a number of limitations which are associated with this study. The primary limitation is the confound between ethnicity and immigration status as all of the participants in one group (NZ-born Caucasians) were of Caucasian ethnicity and were non-immigrants and the participants in the second group were of Asian ethnicity and were immigrants. Therefore it is impossible to show whether the differences found in this study between the two groups were due to ethnicity, immigration status or a combination of both. This is an important issue to note because the differences between Asian immigrants and Caucasians in this study may be a result of differences that are applicable to immigrants in general such as feelings of loneliness or separation from country of birth. Therefore, it cannot be determined that the results of this study are not also applicable to all immigrants in general. An attempt was made to prevent this confound by recruiting NZ-born Asians however due to time constraints and the difficult nature of recruiting participants they were not able to be recruited in sufficient numbers for this study. However the previously mentioned study by Wilson et al (2005) found that both NZ-born and immigrant Asians were effected by discrimination in employment and therefore it is likely that differences between Asian immigrants and Caucasians in the present study are due to ethnicity rather than immigration status. Furthermore, the study by Evers' (2006) found no significant correlations between the amount of time spent in New Zealand and ratings on the dependent measure indicating that the differences between Asian immigrants and Caucasians was driven by ethnicity. However future research could remove this confound by targeting both immigrant and non-immigrant Asians to ensure that one group is of Asian ethnicity and immigrant status and one group is of Asian ethnicity and non-immigrant status. A comparison between the two Asian groups and Caucasians will clarify the confounding issue and will determine whether significant differences between Asians and Caucasians are due to ethnicity, immigration status or both.

A further limitation is the fictitious nature of this study. Unfortunately due to the nature of measuring organisational attraction it is very difficult to use a real organisation. Although it is not clear that the fictitious nature of the study would have a differential impact in the different statement conditions or participant groups the results of this study must still be interpreted with some caution because a participant's intentions may not necessarily coincide with their actual behaviour. Furthermore participants were also asked to falsely assume that they were adequately qualified for the position and therefore their reactions may have differed from participants who were truly qualified. An attempt was made to minimize the effect of the fictitious nature of the study by targeting participants who were currently seeking employment which removed the fictitious element of asking participants to assume that they were looking for employment. Future research could avoid the fictitious limitation by conducting a field experiment using a real organisation and suitably qualified participants however this would also cause additional difficulties in controlling for more confound variables.

An additional limitation of this study is the potential consequence of excluding Asian immigrant participants who were not seventeen years of age or older upon entry into New Zealand. As a consequence it is possible that the Asian participants in this study were likely to have made the decision themselves to move to New Zealand compared to participants who entered New Zealand before the age of seventeen who would be more likely to have come to New Zealand as a decision by their parents. It is not clear from the previous research whether having control of moving to another country is influential in determining attitudes towards employment. However it is possible that Asian immigrants who had control over whether they moved to New Zealand have a stronger desire to live and work in New Zealand than Asian immigrants who did not which may have influenced their responses in this study. Future research should investigate whether the attitudes and reactions of Asian immigrants towards employment differ as a result of whether or not they had control over coming to New Zealand.

Additionally, future research should modify the diversity statement used in this study. Rau and Adams (2005) found that by adding onto an extensive EEO statement that the company had a mentoring system and valued mature workers the company was rated as more attractive to formerly retired workers. Changes to the diversity statement should include mentioning that company respects the dignity and rights of all people as it was hypothesized that failure to do so was a potential reason for why the diversity statement did not increase the company's attractiveness to Asians and females. In addition, it is unclear whether an EEO statement is perceived as evidence that the company has had such a policy in place for a period of time and therefore has existing diversity in the workforce. To clarify this future research should also include a measure of how diverse participants perceive the company is at present after viewing a recruitment advertisement containing an EEO statement. Furthermore, future research should also include a measure of the degree to which participants perceive that they are the best worker. This would determine whether employing the best worker is a significant predictor of organisational attractiveness due to selfish reasons, such as participants perceiving they are the best worker and as a result are more attracted to the company or whether it is because participants are more attracted to a company that wants to employ the best workers.

4.5. Implications of the Present Study

There are several important implications of this study for Human Resource (HR) practitioners. First, while a homogenous company can portray their commitment to a diversity policy in their recruitment activities it does not necessarily mean that they will enhance their attractiveness to potential job applicants. A company that is honest about their lack of diversity and desire to seek diversity is not necessarily seen as more positive, attractive or be more likely to encourage people to apply for the advertised position. Therefore this research may suggest that ethnically

homogenous firms are at a competitive disadvantage to heterogeneous firms as it may be more difficult for them to attract skilled migrants. As previously mentioned there are a number of potential advantages of attracting skilled immigrant such as adding innovation, creativity and enhancing workgroup effectiveness as well as encouraging and developing international business contacts and trade linkages.

Although this research does not provide evidence for a successful recruitment strategy for homogenous companies seeking to attract ethnic minorities it does provide important information to both diverse and homogenous companies. This study reveals that the perceived motivations for a company's recruitment decisions can be important in determining a company's attraction to potential applicants. The recruitment motivation of employing the best worker added a significant amount of the variance in organisational attractiveness scores. Higher ratings of employing the best worker were predictive of higher ratings of organisational attractiveness which may suggest that people find a company more attractive if they have a stronger perception that employing the best workers is what motivates the company's recruitment decisions. Therefore a company may increase their attractiveness to potential applicants by making it clear in recruitment information that employing the best workers is the motivation for the company's recruitment decisions.

4.6. Conclusions

Contrary to what was predicted this study has not shown that the inclusion of a diversity statement applicable to homogenous companies or a minimal equity statement in a recruitment advertisement increases an organisation's image, attractiveness or job pursuit intentions for Asian immigrants, NZ-born Caucasians or either sex. Because none of the participant groups in this study were more attracted to the company which advertised the diversity statement this study does not provide evidence that this statement is beneficial for enhancing a company's

attractiveness to potential applicants. This finding is contrary to that of Williams and Baur (1994) and Evers (2006) who found that the inclusion of a diversity statement did increase an organisation's attractiveness to potential applicants. This discrepancy may be attributed to the diversity statement used in this study mentioning that the company lacked diversity and additionally because it did not mention that the company valued the dignity and rights of all people. This study does not provide empirical evidence to remove the consensual reliance on existing diversity to enhance organisational attraction to minority groups. However this study does provide potentially important information to both diverse and homogenous companies as the findings suggest that the potential applicants who have stronger perceptions that employing the best worker is an important motivation behind a company's recruitment decisions may be likely to find the company more attractive.

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Form A: Control Statement

TRAINEE MANAGER

TPS Finance is a Financial Advisory firm that provides tailored financial planning and advice to meet our client's needs and goals. *TPS Finance* has experienced considerable growth in the past five years and we require an assistant manager in our Christchurch office. This position involves assisting the office manager in the day to day running of the office which involves frequent contact with our moderate network of clients.

The successful applicant should have:

- Excellent interpersonal skills
- Previous customer service experience
- Knowledge of administrative procedures
- Proficiency in Microsoft Word and Excel

The successful applicant should also:

- Be willing to learn
- Be highly motivated
- Have a good sense of humour
- Be a strong team player

Previous experience in a financial firm would be an advantage but is not required as full training will be provided to the successful applicant.

You will be provided with continual support and opportunities for your development at *TPS Finance*.

Salary is dependent on skills and experience.

**To apply send a C.V to
P.O. BOX 3768
CHRISTCHURCH**

Form B: EEO Statement

TRAINEE MANAGER

TPS Finance is a Financial Advisory firm that provides tailored financial planning and advice to meet our client's needs and goals. *TPS Finance* has experienced considerable growth in the past five years and we require an assistant manager in our Christchurch office. This position involves assisting the office manager in the day to day running of the office which includes frequent contact with our extensive network of clients.

The successful applicant should have:

- Excellent interpersonal skills
- Previous customer service experience
- Knowledge of administrative procedures
- Proficiency in Microsoft Word and Excel

The successful applicant should also:

- Be willing to learn
- Be highly motivated
- Have a good sense of humour
- Be a strong team player

Previous experience in a financial firm would be an advantage but is not required as full training will be provided.

You will be provided with continual support and opportunities for your development at *TPS Finance*.

Salary is dependent on skills and experience.

TPS Finance is an Equal Employment Opportunities employer

**To apply send a C.V to
P.O. BOX 3768
CHRISTCHURCH**

Form C: Diversity Statement

TRAINEE MANAGER

TPS Finance is a Financial Advisory firm that provides tailored financial planning and advice to meet our client's needs and goals. *TPS Finance* has experienced considerable growth in the past five years and we require an assistant manager in our Christchurch office. This position involves assisting the office manager in the day to day running of the office which involves frequent contact with our moderate network of clients.

The successful applicant should have:

- Excellent interpersonal skills
- Previous customer service experience
- Knowledge of administrative procedures
- Proficiency in Microsoft Word and Excel

The successful applicant should also:

- Be willing to learn
- Be highly motivated
- Have a good sense of humour
- Be a strong team player

Previous experience in a financial firm would be an advantage but is not required as full training will be provided to the successful applicant.

You will be provided with continual support and opportunities for your development at *TPS Finance*.

Salary is dependent on skills and experience.

"We recognise the skills and knowledge that the members of different ethnic groups in New Zealand have to offer and we are committed to ensuring equal employment opportunities for all people regardless of their demographic background. However the workforce at *TPS Finance* does not presently include many members of ethnic minority groups and we believe that a more diverse workforce at all levels of the company will be beneficial and produce a stronger company that achieves better results. In order to increase the level of ethnic diversity at *TPS Finance* we encourage the members of different ethnic groups to apply.

**To apply send a C.V to
P.O. BOX 3768
CHRISTCHURCH**

Appendix A: Recruitment Advertisements

**Appendix B: Information and
Instruction Sheets, Demographic
and Debriefing Form,**

University of Canterbury

Department of Psychology

INFORMATION

You are invited to participate in the research project: "Evaluating Organizational Attractiveness from Recruitment Advertisements"

The aim of this project is to explore reactions to different recruitment advertisements.

Your involvement in this project will require you to read a job advertisement imagining that you are a person with the appropriate qualifications and then answer a few questions regarding the advertisement.

Your participation will be rewarded with a \$2 scratch-and-win and entry into a prize draw to win a \$50 Westfield voucher. The total time required to complete the study will be approximately 5 to 10 minutes. You have the right to withdraw from the study at any time, including withdrawal of any information provided.

The results of this project may be published, but you may be assured of the complete confidentiality of the data gathered in this investigation: the identity of participants will not be made public without their consent. It should be noted that your name and contact phone number are only being collected so that you can be contacted if you win the prize draw. However, you do not have to provide this information. Information containing your name and demographic variables will be collected separately from your responses so that you cannot be identified by your responses. To further ensure confidentiality only the researchers will have access to any data collected.

The project is being carried out as a requirement of a M.Sc. in Applied Psychology by David Nye who can be contacted at 021 263 89765 under the supervision of Associate Professor Lucy Johnston who can be contacted at (03) 364 2967. They will be pleased to discuss any concerns you may have in participation of the project.

The project has been reviewed *and approved* by the University of Canterbury Human Ethics Committee.

INSTRUCTIONS

You are about to read a job advertisement for an office manager

The job advertisement will contain information about the organisation as well as the qualifications and personal characteristics the organisation is seeking.

When reading the job advertisement you are asked to assume that you are qualified for the job and that you are currently seeking employment.

You are then required to complete a questionnaire which contains questions relating to your impressions of the organisation.

You are asked to consider the job advertisement as if it were for a real job vacancy that you might consider applying for.

If you have any concerns or questions regarding the task please ask the researcher to clarify anything that you are unsure of.

Please read the following note before completing the questionnaire

The questionnaire is anonymous, and you will not be identified as a participant without your consent.

You may withdraw your participation, including withdrawal of any information you have provided until your questionnaire has been added to the others collected. Because it is anonymous, it cannot be retrieved after that.

By completing the questionnaire it will be understood that you have consented to participate in the study and that you consent to publication of the results of the project with the understanding that anonymity will be preserved.

DEBRIEFING FORM

Thank you for participating in this research project. The full title of the project is “The Impact of the Inclusion of Minority Seeking and Equal Employment Opportunity Statements in a Recruitment Advertisement on Perceptions of Organisational Attractiveness by Asian and Caucasian Job Seekers” and has been conducted by David Nye as partial completion of the requirements of the M.Sc. in Applied Psychology, under the supervision of Dr Lucy Johnston. Contact details for both David and Lucy are at the bottom of this sheet.

The aim of this sheet is to provide you with some further information about the nature and purpose of this research. The main aim of this study was to explore the impact of different types of diversity statements included into job advertisements on the evaluation of the organisation by job applicants. Each participant was presented with one of three versions of the job advertisement: one contained no diversity related statement, one contained an Equal Employment Opportunity (EEO) statement and one contained a statement that the organisation did not currently have many ethnic minority employees but they were seeking diversity and encouraged ethnic minorities to apply.

Of particular interest in this study was a comparison of the evaluations of the organisation, based on the different advertisements, between members of minority and majority groups within the New Zealand workforce. The majority group in the New Zealand workforce is Caucasian males. Accordingly, we compared the responses of Asian and Caucasian participants to investigate whether being a member of an ethnic minority influenced whether females (a minority group in the workforce) responded differently to diversity statements than males.

We predicted that the participants of Asian ethnicity would evaluate the organisation more favourably when either a statement encouraging ethnic minorities to apply or an EEO statement was included in the job advertisement than when no such statements were included. We also predicted that females, but not males, would evaluate the organisation more favourably when the organisation included the diversity related statements than when no such statements were included. For participants who had immigrated to New Zealand we also asked questions about the length of time that you have lived in New Zealand to investigate whether this influenced the impact of the diversity statements on the evaluation of the target organisation.

The results of this research have the potential to guide organizations with respect to their recruitment policies.

Now that you have learnt more about this study, you have a final opportunity to withdraw your data from the study if you wish. However, you must withdraw your consent from the study immediately since your name will be kept separately from your responses.

If you have any questions or concerns regarding the study, please contact David Nye on 021 263 8975 or email him at djn27@student.canterbury.ac.nz. You can also contact Lucy Johnston at lucy.johnston@canterbury.ac.nz

David Nye
M.Sc. in Applied Psychology Candidate
University of Canterbury

Associate Professor Lucy Johnston
Department of Psychology
University of Canterbury

Thank you for your participation.

Sex (M or F)

Country of Origin (e.g. Taiwan)

**If you were born outside of New Zealand please answer the following questions.
Otherwise please continue to the next page.**

Ethnicity (e.g. Taiwanese)

Are you living in New Zealand or just visiting? Living Visiting

How old were you upon entry into New Zealand?.....

How long have you been living in New Zealand?..... Or what year did you arrive?.....

The following is a brief English proficiency test. Please answer the following questions by circling the letter of the most appropriate response.

John _____ in the library this morning

- a) Are studying
- b) Is studying
- c) Studying
- d) Is study

There must be some _____ I think we are at the wrong house

- a) Mistake
- b) Fault
- c) Slip

Appendix C: Survey Questionnaires

For each of the statements below please indicate your response by circling the appropriate number on each of the scales. Remember that there no right or wrong answer to any of these questions and your answers will remain completely confidential so please just answer each question as you think appropriate.

1) I would attempt to get additional information about the position and the company

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

2) I would speak with a representative from the company to find out more about the position and the company

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

3) I would like an interview with this company

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

4) I would recommend this company as a good employer to friends

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

5) I would accept a job with this company

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

6) I think this company would be a good company to work for

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

7) I think this company would have a good reputation in the community

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

8) This company appears to care about its employees

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

9) To what degree do you believe that *TPS Finance* is seeking to employ ethnic minorities?

1	2	3	4	5	6	7
Very Low Degree	Low Degree	Somewhat Low Degree	Neutral	Somewhat High Degree	High Degree	Very High Degree

Please answer the following questions by considering the motivations and goals of the company in recruiting job applicants. For each of the reasons below please indicate on the scale how important you think each reason is to the company. The more important you consider the reason is to the company the higher the number you should circle. There is no right or wrong answers to any of these questions so please just respond as you feel is appropriate.

1) To give the company a more positive image

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

2) To attract female applicants

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

3) To attract members of ethnic minority groups in order to benefit from diversity in the workforce

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

4) To get highly qualified workers

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

5) To comply with legal requirements

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

6) To make up for previous discrimination in the workforce

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

7) To get highly experienced workers

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

8) To maintain the current ethnicity of the workforce

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

9) To attract members of ethnic minority groups because they could not attract traditional white workers

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

10) To get highly motivated workers

1	2	3	4	5	6	7
Very Unimportant	Unimportant	Somewhat Unimportant	Neutral	Somewhat Important	Important	Very Important

Appendix D: Pilot Survey

University of Canterbury

Department of Psychology

You are invited to participate in a pilot study for the research project: "Evaluating Organisational Attractiveness from Recruitment Advertisements"

The aim of this pilot study is to explore the perceived motivation for including an ethnic minority seeking statement in a recruitment advertisement.

Your involvement in this project will require you to read a fictional job advertisement. You will then be asked to respond to a question regarding your opinion about the job advertisement.

If you have any concerns or questions regarding the task please ask the researcher to clarify anything that you are unsure of

Please read the question below and provide your response in the space provided. There is no right or wrong answer to any of these questions and your answers will remain completely anonymous so please answer each question as you think appropriate.

You may have noticed the final statement in the advertisement you just read. Why do you think *TPS Finance* has included such a statement?